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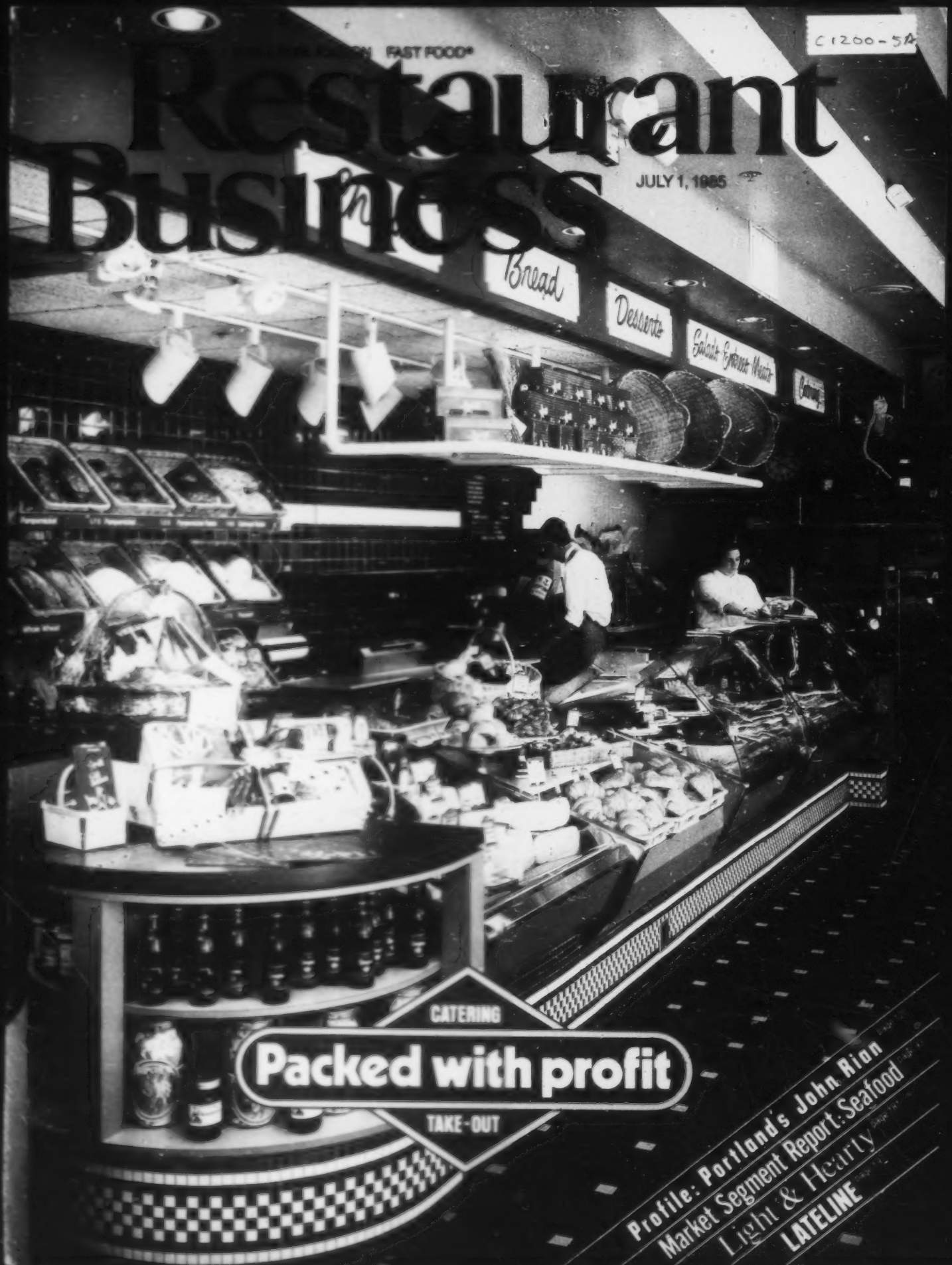
# Restaurant Business

JULY 1, 1985




Profile: Portland's John Rian
Market Segment Report: Seafood
Light & Hearty
LATELINE

Restaurant Business

July 1, 1985 VOL. 84 NO. 10

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Foodservice operators are looking for "profit multipliers," strategies such as catering and take-out to increase volume and maximize investment. This in-depth article examines this trend and takes a close-up look at five diverse concepts which have developed an "add-on" business—American Cafe, Westin St. Francis, Motorola's Food Works, Errant Enterprises' Timbers Charhouse, and KFC franchisee Chix Inc. 129

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*Cover photo by Maxwell MacKenzie*

**Market Segment Report**

*Skipper's whets customers' appetites with All-You-Can-Eat shrimp specials.*

# Seafood operators take a fresh approach

by Jacque White Kochak

For national chains, the big word this year is 'fresh.' For popular regional chains and independents, freshness has always been the key to success.

The seafood segment continues to be dominated by independents—some of them near legendary—and by regional chains.

In fact, interest in seafood is highly regional, with America's vast inland largely lacking the pleasures of fresh fish until recently, as the segment's few national chains have begun to add fresh entrees and as existing multi-concept companies, such as Kansas City's Gilbert/Robinson Inc. and Chicago's Lettuce Entertain You Enterprises, have added fresh seafood concepts to their portfolios.

There are some 8,531 fish and seafood restaurants in the United States, or 2.8 percent of total restaurants, according to Re-Count data prepared by the Restaurant Consulting Group.

By far the largest number of seafood restaurants are located in the South Atlantic region, where 2,189 fish/seafood restaurants make up 4.9 percent of total restaurants (44,531) in the region, and 27.2 percent of total seafood restaurants. Seafood restaurants do not hold as great a share of the market on the West Coast as might be expected; although there are 1,294 fish/seafood restaurants, they make up only 2.6 percent of total restaurants (49,291), and 15.1 percent of total seafood restaurants.

In the New England region, 3.3 percent of total restaurants (16,538), or 545 establishments, specialize in fish/seafood. In the Middle Atlantic region, 1,052 restaurants, or 2.3 percent of total restaurants (45,678) in the region, specialize in seafood.

The East/South Central and West/South Central regions boast a comparatively high number of seafood or fish restaurants. A total of 4.4 percent of all restaurants in the region, or 666 establishments, serve fish/seafood in the East/South Central area, and 3.0 percent of all restaurants in the region, or 1,216 restaurants, serve seafood/fish in the West/South Central area.

Not surprisingly, fish/seafood restaurants in the East/North Central, West/North Central, and Mountain regions are few and far between. (See accompanying chart for regional data.)

Preferences in seafood also are very regional. In many Southeastern states, the favorite selection is catfish, and regional chains are slowly pushing the boundaries of the "catfish belt" further north. Fried fish does well in Texas, but on the West Coast it had better be mesquite-grilled. Chicago natives love walleyed pike, but you can't give it away on the West Coast.

For the limited number of national chains serving fish and seafood, the big word right now is "fresh." Orlando, Fla.-based Red Lobster and Seattle, Wash.-based Sea Galley are now offering fresh fish menus, and Bellevue, Wash.-based Skipper's fillets are all fresh.

Of course, seafood independents have always built their reputations on a fresh product, and some of America's most famous restaurants are stars of the seafood segment, renowned for their just-caught bounty. Anthony's Pier 4 in Boston, Joe's Stone Crab in Miami, Phillips Crab House in Ocean City, Maryland,

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**Seafood** *continued from page 93*

and Anthony's Fish Grotto in San Diego are among the many well-known independents. The popularity of these establishments has insured multi-million dollar sales and, often, long lines to get in the front door.

Regional seafood chains also have built their reputations on fresh seafood. Small chains such as Legal Seafoods, the Hungry Fisherman, Seafood Shanties, and the New England Oyster Houses continue to thrive.

For the national chains, however, the extremely perishable nature of fresh fish has been a handicap. The demands of portion control and consistency also have dictated against fresh fish. That is why most of the regional chains have not expanded too far beyond their bases, and why there are only 11 seafood or fish companies that franchise. That compares to 111 steak and full menu restaurants, and 23 chicken restaurants. In 1985, those 11 companies operate 2,685 restaurants among them, 1,328 of which are franchised.

Seafood is almost universally perceived as being light and healthy, and because of the current interest in nutrition the impression is that seafood consumption is on the increase. Surprisingly, however, CREST data tracking habits of families eating out recently showed a slight decline in the occasions seafood is ordered in restaurants. The National Fisheries Institute confirms that seafood consumption has increased only slightly. In 1983, every American ate, on the average, 13.1 pounds of fresh, frozen, canned, or cured fish. In 1985, they ate 13.6 pounds apiece.

"Actually, I think a quantum leap in seafood consumption would put a strain on demand," notes Red Lobster's Dick Monroe.

The experience of some of the regional chains bears all this out. While volumes are high and business is healthy, there is no great rush to expand. Nor are the national chains opening units on every street corner; expansion continues to be prudent, following a few disastrous experiences in past years.

"I see increased growth of existing chains, but no new chains because a seafood concept is difficult to engineer," says James Cataland, president of Youngstown, Ohio-based Arthur Treacher's, a fast food chain with 241 units. "I do think that the fast food fish segment will grow faster in sales than the fast food industry as a whole, however."

*Natchez-based Cock of the Walk serves catfish, a popular Southern dish, in units that look like cypress shanties. Fifteen units are open in the Southeast with 14 more to open this year.*

Despite the fact that seafood consumption has not increased dramatically, a 1983 Gallup poll conducted for the National Restaurant Association indicates that 20 percent of the people who said they had changed their eating habits recently reported they were ordering more fish. The difference may be that only the health-conscious are increasing consumption; while interest in seafood by the general public remains static.

Where health-consciousness is showing up within the seafood segment is in the increased emphasis on broiled and grilled fish and the decreasing emphasis on fried seafood. At Phillips Crab House, for instance, 99.9 percent of entrees were fried when the restaurant opened in 1955. Today, 51 percent of entrees are steamed or sauteed, according to general manager Lloyd Byrd. The massive change-over in cooking techniques has involved a slow reorganization of kitchen lines, with fryers coming out and grills going in.

Even Arthur Treacher's is about to introduce a broiled Icelandic white fish with baked potato to complement its fried entrees.

Following is a look at some of the major national and regional chains:

## Fast food

By far the largest of the country's fast food seafood chains is Long John Silver's with 1,357 units and 1984 systemwide sales of $602.3 million.

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**Seafood** *continued from page 94*

*Sea Galley's new fresh menu is stimulating healthy sales gains.*

Company spokesman Bruce Hinton says that April traffic at Long John Silver's is two to three percent above last year, in spite of a two percent increase in prices. Average unit volume now stands at $490,000 for the 812 company-owned restaurants.

The chain has added several new menu items. A new breaded fish now accounts for 13-15 percent of total sales, and catfish introduced in 200 Texas and Louisiana units has already captured 15-18 percent of sales in those units. Last month, the chain introduced 100 percent white meat chicken nuggets, which are already taking 17 percent of sales. According to Hinton, Long John Silver will be introducing several other new products this year, but is keeping details quiet.

Expansion plans have been revised from 25 company units in fiscal 1985 to 60 in fiscal 1986, followed by 75 new units in fiscal 1987.

A growing contender to Long John Silver's supremacy is Captain D's with 261 company-owned units and 209 franchised units in some 23 states, particularly throughout the Southeast and Midwest. This Nashville, Tenn.-based subsidiary of Shoney's Inc. will open 26 new company units in 1985, and 20 to 25 franchised units.

Same-store sales are up eight percent because of improved operations, says Taylor Henry, vice president of finance. Overall, sales are up 11 percent over last year, with pretax earnings gains of 26 percent. New units are posting sales of $675,000.

Analysts say that after a couple of difficult years Captain D's is mended and poised for growth. The company has been refining its menu. One addition is a "Lighten Up" menu of boiled shrimp, seafood salad and tossed salad. Another addition is a country-style fish dinner breaded in cornmeal. Green beans, white beans, and okra have been added as substitutions (without charge) for french fries or cole slaw.

The company has also added a crab dinner at $3.59, a crab and fish dinner at $3.29, and a crab and shrimp dinner at $3.99, and is testing a seafood platter with two kinds of fish, shrimp, clams, and stuffed crabs. Even though the price—$4.97—is high for fast food, the platter accounts for 12 percent of sales in units where it is offered.

Continuing to expand from its Pacific Northwest market niche is Skipper's Inc. With 176 units (149 company-owned) operating in 14 states, the chain has plans for an additional 25 units by year-end. The goal of the company is to hit 500 units by 1990. Systemwide sales have increased from $32.6 million in 1980 to $73.9 million in 1984. Average unit volume has also increased significantly, from $312,000 in 1980 to $460,000 in 1984. The goal is to boost average unit sales to $500,000 in the next year.

New states Skipper's has entered include Arizona, Kansas, Colorado, Minnesota, Nevada, and New Mexico. An aggressive franchising program will continue with area agreements calling for 58 units to be developed. The company has not revealed development plans for other areas of the country, although Texas and Florida are among the states reportedly being considered.

Skipper's menu features a fresh Alaska cod which is cut and trimmed on-premise and deep-fried to order in a light breading. The menu also offers fried shrimp, fried clams, bite-size salmon fillets, and chicken breast strips. Each item is served with cole slaw and fries, ranging in price from $1.69 for one piece of cod to $3.49 for a salmon basket. Several combination platters and special all-you-can-eat platters are also featured. A recent all-you-can-eat shrimp promotion, priced at $5.99, helped boost traffic significantly, according to Gene Stone, president. Beer and wine are available in most units.

Reconsidering expansion after a bout with bankruptcy and several changes of ownership is Youngstown, Ohio-based Arthur Treacher's.

Arthur Treacher's emerged from Chapter XI reorganization in Febru-

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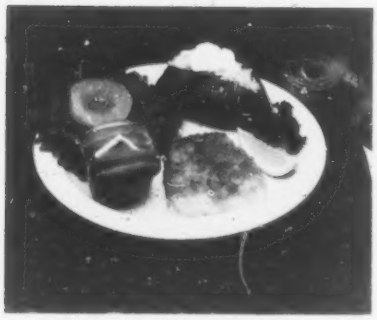

*Arthur Treacher's is rolling out a broiled whitefish entree.*

ary of 1984 under the ownership of a company formerly known as El Charro Inc. but now called Arthur Treacher's Inc. At its height in the 1970s the company had more than 700 units nationwide; now that total has been pared down to 211 units, 27 company-owned and 184 franchised.

With franchise relations smoothed and debt cleared, the new corporation is planning to expand in Northeastern Ohio (its home base) and in the Washington D.C./Virginia area, according to company president Cataland. Units are now averaging sales of $270,000, and chainwide sales in 1984 reached $60 million.

Arthur Treacher's menu includes chicken, clam, and shrimp dishes in addition to fish items. The new broiled Icelandic whitefish, served with a baked potato, will soon be rolled out chainwide, at a price yet to be determined, but a "lot less expensive than a fine dining restaurant, and it is basically the same product," says Cataland.

A small, young company seeking national growth is Miami-based Capt. Crab's, specializing in garlic and steamed blue crabs. In 1977, the company launched the Crab House, a 275-seat dinner-only restaurant in Miami that generated over $3 million in annual sales. By 1981, long lines of patrons waiting to buy crabs to-go convinced owners Leonard Rappaport and Edward Scharpes to open a fast food version, Capt. Crab's Take-Away. Annual gross sales hit $1 million, and the owners started thinking about expansion.

Since then they have hired an executive staff, opened a blue crab processing and freezing plant in Tallahassee; and signed franchise agreements for over 200 Crab Houses and Capt. Crab's throughout the U.S. and Puerto Rico. Most are not yet open.

## Mid-priced chains

The largest of the mid-priced seafood chains is General Mills' Red Lobster, with 370 units (all company-owned) in 36 states.

Red Lobster's new fresh fish program has, "taken off like hotcakes," says director of public relations Dick Monroe. Red Lobster offers a wide variety of fresh fish every day, with selections advertised on a blackboard. "In Chicago, one in four customers is ordering fresh fish cooked over mesquite," he says.

Prices of the fresh fish vary, but the majority are priced in the $7.95 to $9.95 range for an 8-oz. portion. Monroe says that the addition of fresh fish in units far away from seaports has been made possible because of improved transportation and improved packaging.

He notes that the top-selling fresh fish is monkfish, which waiters describe to customers as "poor man's lobster." Also popular are swordfish, farm-raised rainbow trout, catfish, halibut, and salmon.

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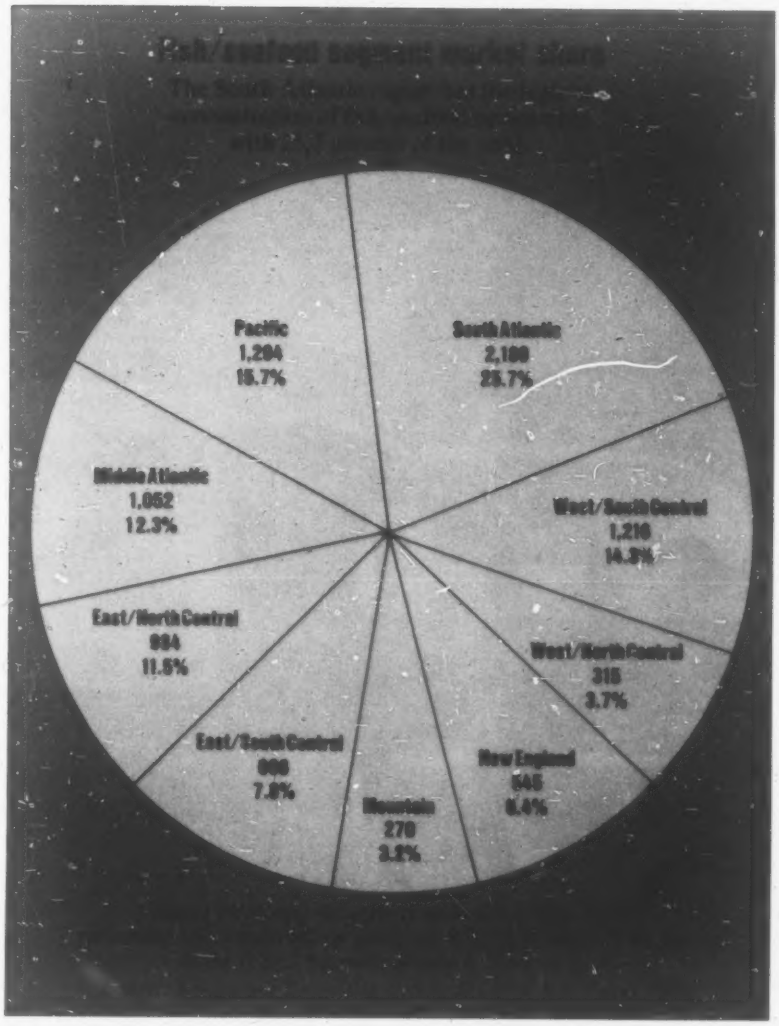

Seafood consumption has not increased dramatically; where health consciousness is showing up within the seafood segment is in the increased emphasis on broiled and grilled fish and the decreasing emphasis on fried seafood.

Combination platters are a major strength, and the company is known for its shrimp. Red Lobster sells 14 to 15 million pounds of shrimp a year, as well as five million pounds of lobster, says Monroe. Sales per unit average $2.3 million, and 1984 systemwide sales reached $778 million.

The company is doing extensive remodeling, with units tailored toward each market. Some units now have exhibition mesquite grill cooking and some have a seafood bar/lounge with seafood appetizers, such as seafood nachos, "Ultimate Oysters," and fried calamari rings.

Seattle-based Sea Galley with 47 units in various markets, is also remodeling units and adding a fresh fish menu. In units where changes have been implemented, sales are up 40 percent and gross sales are expected to exceed $2 million apiece this year, says Dave Mahnke, vice president and national director of operations.

Newly remodeled units have lots of windows, bright tiles, and an oyster bar. "For years, our decor package was built around a $5 to $7 meal in a $10 atmosphere. We never changed the atmosphere even though the average check went up, and the cozy decor was just tired for the '80s," says Mahnke.

Kitchens have been remodeled to allow for more baking and broiling, and a sautee station has been added. Just three years ago, almost all entrees were fried.

Units now offer a "fresh sheet" with a variety of fresh fish of the day, and the menu is already generating 16 percent of sales, says Mahnke. The new menu also emphasizes appetizers to encourage "grazing." Average check is now $11 with liquor.

The changes in decor and menu have resulted in changes in customer demographics, notes Mahnke. The average customer now earns $30,000, and his age level has dropped five years.

One flourishing regional chain is the Seafood Broiler, with 17 units heavily concentrated in the Los Angeles and San Bernardino areas. Units will open in San Diego and San Francisco later this year.

The first unit was opened 10 years ago in Lakewood by Del Allen and Steve Stifel. By 1983, with 11 units operating, the firm was acquired by Accor, a French company.

Seafood Broilers strive to give a good value in a homey, cozy, barn-like setting. Average check is $7 at lunch; $10 at dinner. According to Clark Armstrong, vice president for human relations, units are now being redecorated for a lighter look, and full bars have been added.

Average unit volume is $2 million, reports Armstrong. Fresh fillets of everything from monkfish to orange roughie to swordfish and halibut are cooked over mesquite, as are skewered items.

A completely different kind of fish restaurant is Natchez, Mississippi-based Cock of the Walk, specializing in catfish. Fifteen units are now scattered throughout Texas, Louisiana, and Mississippi and the chain is expanding into Arkansas, Tennessee, Alabama and Florida. Two more units are slated to open in the near future, with 10 or 12 additional units slated for the remainder of the year. George France, director of franchising, says that 36 new units will open in the next calendar year, with expansion pushing further south into Georgia and the Carolinas, and possibly northward into Kentucky, Ohio, Indiana, and Missouri. "We are expanding out from the hub of the wheel," he says. "We want word of mouth to precede us, because there are so many areas where catfish is unfamiliar."

Catfish is very popular in the south, and other small chains—with names like Catfish Shack, Catfish Cabin, and Catfish King—are be-

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*Capt. Crab's sells garlic and steamed blue crabs. Two hundred units will be opening nationwide.*

*L & N Seafood is Morrison's Cafeterias seafood entry.*

ginning to emerge. In Natchez alone, France estimates, five restaurants specialize in catfish and 19 feature it. According to France, production of farm-bred catfish is now the third biggest moneymaker for the state of Mississippi.

Cock of the Walk units mimic rustic cypress shanties, and they are almost always located on water. The name comes from the "cock of the walk," the toughest keelboat man to come down the Mississippi River. Traditionally, the keelboaters threw a fishing line down in back of the boat and ate whatever they caught for dinner, usually channel cat.

Cock of the Walk features fried fillets of catfish, broiled catfish, and catfish almondine as well as chicken. Dinners come with coleslaw, corn bread served in a skillet, pickled onions, hush puppies, and french fries. Side dishes include fried dill pickles, fried onion rings, and mustard greens. Prices range from $6.95 to $8.50, and the average check is $9.38 per person.

The first Cock of the Walk opened eight years ago as a hobby for three women. Within six months they were making money; average unit volume is now over $600,000, says France. Units range in size from 120 seats to 520 seats, but most seat between 235 and 250.

## Upscale dinner houses

A strong regional chain is San Fernando, California-based Hungry Tiger, with 27 Hungry Tigers, three Lobster Houses, six Breaker's Seafood Companies, and a couple of other nonseafood-related concepts. Most of the units are in California, although three are located in Phoenix and one in Reno.

All the units specialize in fresh fish and live lobster. Mesquite grilling is featured. Prices range at a Hungry Tiger is from $8.95 to $20, with most entrees in the $10 to $12 range. Average check is about $12.50 at dinner, without liquor.

Decor varies from unit to unit, but all share a contemporary dinner house atmosphere. The target market is older and upscale, according to Lee Hanley, vice president of marketing.

Breaker's also offers mesquite grilling, but with faster service, a more casual atmosphere, and a lower check average. None of the three Lobster Houses fits a particular format; one is upscale and located in a marina, with huge banquet facilities; one is moderately priced and casual, and one is a self-service unit on the beach at Santa Barbara, featuring low prices.

At this time, says Hanley, the company is considering expanding its Hungry Tigers and its Breaker's though plans are not firm.

Another California-based chain is Rusty Pelican. Most of its 18 units are in California, though the company just opened in Seattle. The company will be building four to six restaurants a year, filling in existing markets and looking at new markets in cities of over 500,000 people, says vice president of marketing Larry Zwain.

The menu consists of anywhere from 18 to 30 varieties of fresh fish flown in from all over the world. Principle sources are Norway, New Zealand, Hawaii, the Great Lakes, the Gulf of Mexico, Alaska, Europe, and the Atlantic and Pacific coasts of the U.S. Prices range from $8.95 to $18.95.

Average unit volumes are extremely high; restaurants open since 1980 are showing sales of close to $4 million a year. The company posted sales of $3.68 million in 1984.

Zwain is one who says he sees a tremendous growth of interest in fresh fish. Rusty Pelican started life in 1965 serving primarily prime rib, but prime rib is now only four percent of sales. Over the last five years, fresh fish has gone from 35 percent of entree sales to over 65 percent, and according to Zwain, that change was dictated by customers.

New restaurants feature clear cedar siding, over 2,000 interior plants, spectacular views, and bright, tropical colors. Wall photos highlight surfing, wind-surfing, and yachting.

The Rusty Pelican promotes six different dayparts, and Zwain says that each one is marketed differently to appeal to a slightly different customer. In addition to lunch, dinner, and Sunday brunch, the chain promotes happy hour, late night, and a seafood bar.

Unlike many California seafood restaurants, Rusty Pelican doesn't broil fish over mesquite.

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*Red Lobster is display-cooking fish over mesquite.*

One burgeoning upscale seafood chain that does use mesquite broiling is Gilbert/Robinson Inc.'s Bristol Bar & Grill. The company is reluctant to talk about the concept, but the prototype unit opened in 1980 in Kansas City. Another opened shortly afterward in St. Louis. In 1984, units opened in Minneapolis; Oak Brook, Illinois; Washington, D.C.; Hempstead, New York; and Dallas. (One of the units has the name "Devon's" and one is called "Checquers," but the concept is the same.)

At Bristol Bar & Grill, fresh fish is flown in daily from the Atlantic, Pacific, and Gulf coasts. Kansas City steaks, fish fillets, and seafood kabobs are broiled over an open mesquite wood fire in full view of the dining public. Completing the menu selection are appetizers, vegetables, an array of rich desserts, and biscuits baked on-premise. The lounge includes a seafood appetizer bar.

Decor reflects an English seacoast atmosphere, but varies somewhat from unit to unit to reflect the culture and clientele of each location.

Gilbert/Robinson is also designing a new concept serving foods from the Pacific Basin. Featured will be seafood and Oriental cuisine. The new unit, to be located on Kansas City's Country Club Plaza (where several other G/R restaurants are located) will open in about a year.

Phillips Crab House is a multimillion dollar independent that has begun expanding in recent years under the name of Phillips Seafood Restaurants.

The original unit, seating 1,400 people, opened in 1957 in the beach town of Ocean City and is open only from late March through October. During the summer, Phillips Crab House serves 4,000 to 6,000 customers a day, and average unit volume is $14 million.

The menu is all fresh, and although broiled and steamed fish have become more and more popular, general manager Byrd says that he expects the fried seafood platter to be the number one entree forever. "On the Eastern shore people are very conservative," he says. "They don't change very fast."

However, says Paul Wall, vice president, Phillips customers are slowly becoming more sophisticated and demanding more in the areas of quality and preparation. Now, in addition to fish, crab, shrimp, New England clam chowder, seafood gumbo, and other traditional dishes, Phillips prints a "featured selections" sheet offering seafood that is a particularly good value because of price or freshness.

Average check at Phillips Crab House is $14, with most of the entrees in the $10 to $11 bracket.

Phillips also operates Phillips Seafood House, Phillips Beach Plaza, and Phillips by the Sea in Ocean City. All are much smaller (250-350 seats) than Phillips Crab House, and are open year-round.

The company's largest restaurant is Phillips Harbor Place in Baltimore, one of the highest grossing restaurants in the U.S. with 1984 sales of $14 million. The menu is similar, but because Harbor Place is a "festival" marketplace catering to tourists and conventioneers the full-service restaurant also supplies a raw and stew bar, a fast food bar selling sandwiches and seafood boats, and a fresh market selling fish, crab meat, etc., out in the mall as well as a carry-out bar adjacent to the restaurant. The full-service restaurant accounts for 71 percent of sales, and the other outlets for 29 percent, says Wall.

The company operates a similar restaurant in a similar setting at the Waterside marketplace in Norfolk, Virginia, with 1984 sales of $6 million.

Phillips Seafood Restaurants recently opened a fast food unit serving crab cakes, fresh fish fillet sandwiches, and seafood boats. Prices range from $2.95 for clams and fries to $8.95 for a large seafood platter.

The company converted an existing freestanding Jack in the Box on a shopping mall pad. It is too early to project annual sales, says Wall, but the company plans to expand the fast food units, which are actually satellite units for the main restaurants and are supplied by truck from the restaurants.

Mobile, Alabama-based Morrison's Cafeterias also is expanding its L&N Fish Market, which made its debut at the Knoxville World's Fair in 1982. Five units are now open in Boca Raton, Ft. Lauderdale, Knoxville, Nashville and Atlanta, and an-

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Catfish is very popular in the South, and chains with names like Cock of the Walk, Catfish Shack, Catfish Cabin, and Catfish King are beginning to emerge.

other unit was to open in May. Five seafood grills will open in the coming fiscal year.

Average unit volume for an L&N Fish Market is $2 million although one unit is grossing $3 million, says Richard McGeoch, senior vice president, investor relations and corporate planning. Average check is $12 with beverages. Menu includes several seafood and pasta combinations as well as specialty desserts and a wide selection of fresh fish grilled over mesquite.

Chicago's Lettuce Entertain You Enterprises is venturing into the seafood arena with Shaw's Crab House and the Blue Crab Lounge. This establishment is actually two restaurant styles under one roof; the Blue Crab Lounge seats 100, is more moderately priced (a variety of lunch and dinner soups, seafood and salad dishes range in price from 95 cents to $9.95), and guests can choose appetizers as well as entrees from wall-mounted chalkboard menus prepared daily. A fresh oyster bar serves stone crabs, littleneck clams, and oysters. Key lime pie and Indian pudding are among daily dessert specials.

The Blue Crab Lounge is designed to be reminiscent of old-fashioned lodges and oyster bars. Mahogany-toned oak booths and waist-high wooden tables with black vinyl and chrome chairs surround the free-standing bar. A collection of fishing trophies and brewery memorabilia are displayed throughout.

In the center of the lounge, pyramided on a marble raw bar, is a selection of fresh oysters and clams from around the country, including Blue Point and Belon oysters, stone clams, blue crab fingers, shrimp, and seasonal specialties.

Shaw's Crab House serves more than 40 fresh seafood entrees, with entrees ranging in price from $7.95 to $18.95. Included are sauteéd frog legs, frog legs with garlic butter, crab cakes, baked stuffed shrimp, and whole Maine lobster.

The dining room is dominated by a striking mural frieze showing famous Chicago landmarks. The atmosphere is elegant, with high ceilings, rich mahogany, and white tablecloths. A large picture window offers an open kitchen view.

LEY readily admits that the inspiration for Shaw's Crab House came from Phillips Crab House, where managing partner Kevin Brown worked for five summers. He was attracted to the traditional atmosphere and thought Chicago needed a similar restaurant; the idea became a reality when Richard Melman and Brown agreed with the concept. □

*Red Lobster offers a wide variety of fresh fish every day, with selections advertised on a blackboard.*